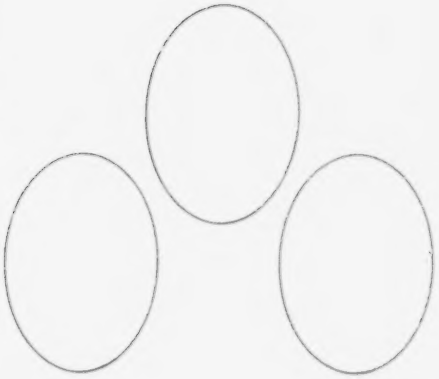
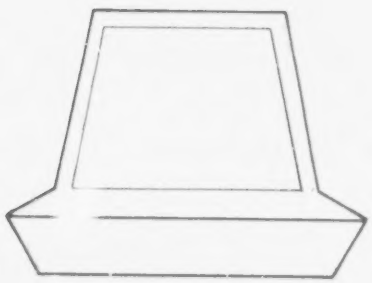


Human Resources And Word Processing



An update to
Word Processing and Employment
By The International Word Processing Association
and
Deutsch, Shea & Evans, Inc.
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Human Resources And Word Processing

A study by
The International Word Processing Association
and
Deutsch, Shea & Evans, Inc.

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About IWP

The International Word Processing Association (IWP) is a non-profit organization comprised of administrative personnel actively involved in the implementation and management of word processing systems in their organizations. Its purpose is to contribute to the progress of word processing methods through the exchange of ideas and experiences among its members and the general business community, and to promote the professional status of those involved in word processing.

IWP is truly an international association. In addition to 65 North American chapters, IWP members have formed branches in London, England and in Sydney, Australia. Individual members are scattered in over 20 countries around the globe.

Further information on IWP services or membership can be obtained by writing IWP, Maryland Rd., Willow Grove, Pa. 19090, phone: 215-657-3220.

About DS&E

Deutsch, Shea & Evans is a consulting organization, working with many Fortune 500 companies on such problems as meeting affirmative action goals, the human aspects of relocating or expanding facilities, and meeting all types of employment needs. It is also a communications specialist, developing external and internal communications relating to human resources problems, from reassuring communities during corporate moves or labor troubles to creating campus recruitment brochures.

DS&E has established a Management Consulting Group for human resources communications to provide additional, in-depth capability in this field. Group members include well-known academicians, management experts and legal specialists. The company also conducts research with organizations such as the Employment Management Association and the International Word Processing Association to develop new data and insights on human resources and motivations.

For more information, contact Deutsch, Shea & Evans, Inc., 49 East 53rd Street, New York, NY 10022.

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SUMMARY

This study reports the responses of 1103 word processing managers and executives to a questionnaire jointly developed by the International Word Processing Association (IWPA) and Deutsch, Shea & Evans, Inc. (DS&E), a New York firm specializing in human resources communications and consulting. Its purpose was to develop data on the employment aspects -- and to some degree the equipment use -- in the word processing field.

Analysis of the responses suggests that the size of the word processing staff has increased steadily over the past several years: mean number of persons in 1974 was reported as 8; for 1980 it will be 14. The characteristic job functions are operators/secretaries, first line supervisors, and department managers. Wp remains a predominantly female operation; only 15% report male wp operators. In the typical department there are only two or three levels from trainee to senior wp operator; supervisory personnel in the majority of organizations, 52%, operate wp equipment; 74% report using work measurement systems; 42% separate administrative support functions from the wp equipment operation.

Asked the affect of wp on secretarial staff size, 42% report no change. 7% report an increase, principally due to the growth of their parent organizations; 40% say staff size decreased due to reduced secretarial work load, greater efficiency, attrition, and a number of other factors. The average number of executives served by the wp department is 82; the ratio of executives served to wp staff is 8:1.

Among organizations using text editing equipment, IBM, Wang, Xerox and Vydec are the most frequently mentioned machines; Dictaphone is the most frequently mentioned dictation machine. The equipment used by 21% of the respondents can interface with photocomposition equipment; 40% use their wp systems for records processing; 25% have "electronic mail" capability. Asked about the potential effect of this latter capability on wp staff size and operation, 52% say they do not know; 19% expect no change; 15% anticipate staff growth and expanded operations.

Most organizations report making use of more than one source in recruiting personnel for wp work: the leading sources are newspaper advertising, used by 48%; internal company training, 47%; and employment agencies, 42%. In terms of effectiveness, training is considered most effective as a source by 27%; advertising and employment agencies are both rated most effective by 16%. 57% say wp operators are more difficult to recruit than secretaries, primarily because of the lack of people with wp skills. Nonetheless, salary levels for wp vs non-wp secretaries are reported

as the same in 46% of the responding organizations; higher in 20%; lower in 15%. Staff turnover is not a major problem, however: 50% report 10% or less annual turnover among their wp people, which almost a third, 32%, call lower than that among non-wp staff. When wp people do leave, the key reason according to 43% of the respondents is career-related; 27% attribute it primarily to personal factors and 22% to aspects of the job itself.

What are the major staffing problems wp operations face, as the respondents see them? 28% say it is the lack of experienced and trained people; 26% could not answer the question; 20% say they haven't any major problems of this kind. Almost a third of the respondents, 32%, report taking some kind of action to solve their problems in staffing, with in-house training leading the list.

The majority of the respondents, 74%, represent business and industrial organizations; the remainder are with governmental or educational organizations. 96% represent U. S. organizations; 4% are Canadian. They are primarily managers or supervisors. 36% have had previous managerial or supervisory experience; 22% had been secretaries.

INTRODUCTION

As we enter the 1980's, human resources are increasingly important as a factor in business operations. Staffing, for example, becomes more expensive as the costs of recruitment and employment procedures climb; turnover is correspondingly an economic drain. Well-qualified people seem ever more difficult to locate; people on the job have different attitudes toward work and the employing organization, including rising expectations of what a job should provide and negative attitudes towards some types of work or aspects of the working environment.

Word processing is a field which is squarely in the middle of this "human resources revolution". It is a new kind of function, combining elements of the traditional typing and secretarial roles with those of increasingly sophisticated "office automation". It is a typically American response to perennial shortages of types of trained workers: the use of advanced machinery. To function, the word processing operation depends upon the performance and capabilities of what are a new breed of specialists, making the transition into a new kind of work situation.

The function of this survey is to examine the current state of the interface between the new word processing technology and the new-style American employees who are putting it to work in business, industry, institutions, government and professional organizations. In doing so, the focus is necessarily on the quantitative factors involved: how wp is affecting the employment of traditional secretarial staff; the structuring of wp operations; recruiting, staffing, turnover and salaries in the field. It also examines, to a limited degree, current equipment and the impact of new dimensions in the technology.

The methodology used is that of the mail survey, directed to organizations in the U.S. and Canada having word processing operations. The questionnaire was developed by the International Word Processing Association (IWPA), in conjunction with Deutsch, Shea & Evans, Inc. (DS&E), a New York human resources communications and consulting firm. The study is essentially an update of their earlier collaboration, in 1975, which resulted in the first national look at Word Processing and Employment. In 1977, a second joint effort, with more emphasis on word processing equipment, appeared, under the title Word Processing: Personnel, Organization, Equipment. In this report, some comparisons are made with these earlier studies.

The IWPA/DS&E questionnaire was mailed to a total of 5500 organizations. At the cutoff date, 1103 responses were received, for a 20% return. The responses were coded and computer

processed. They included a number of open-end questions to which the respondents sometimes wrote extensive replies. Because we feel that these comments give greater interest and significance to the quantitative data, they are used extensively in this report. A breakout detailing the background of the respondents is provided in tables in the Appendix.

Any survey can only hope to skim the surface of developments in a field as fast-moving, complex and important as this new word processing function. We hope that this one provides a worthwhile overview of the employment aspects critical to its continuing growth.

THE WORD PROCESSING OPERATION: GROWTH AND STRUCTURE

Staff Size: 1974-1980

A few years have made a dramatic change in the size of word processing departments, with still further growth ahead, as shown in Table I. In 1974, only 46% of this sample had word processing departments. Among those reporting a wp center, the total number of wp people ranged from 1 to 90, with the average (mean), 8 and the median, 5. By 1976, 72% had wp departments. Among these, the number in the department ranged from 1 to 92. The mean was 9, and the median, 5. By 1978, 98% reported having a wp center, ranging in size from 1 to 225 persons. The mean was 13 and the median, 7.

Eighty-seven percent have projected their wp department size for 1980. (Ten percent didn't reply and 3% say no wp people will be in their firms.) Wp staff sizes will range from 1 to 90 persons, with the mean being 14 and the median 10.

TABLE I

Estimated Average Size of WP Departments
(Number of Persons)

Year	Mean	Median
1974	8	5
1976	9	5
1978	13	7
1980	14	10

According to participants' figures, the total number of persons working in wp centers rose 108% in 1978 over 1976, and a whopping 266% in 1978 over 1974. (The percent increase of 1980 over 1978 cannot be reported accurately due to the limited number of respondents projecting their staff size in 1980.)

The Composition of the WP Department by Function

How many wp operators and secretaries are working in the wp departments of these organizations? How many first line supervisors? department managers? other wp staffers?

Data from the responding organizations have been compiled in the table below, which describes the composition of the average wp department represented in the study.

TABLE II

WP Personnel	% of Respondents Reporting	Average in WP Department		
		Mean	Median	High
Operators/secretaries	93	8	5	97
First line supervisors	73	2	1	70
Department managers	60	1	1	40
Other wp employees	38	5	2	101
Managers/supvrs.(misc.)	7	2	1	24
Proofreaders	5	2	1	14
Clerks	4	2	1	14
Analysts/systems analysts	3	2	1	4
Operators (misc.)	2	3	1	17
Coordinators	2	2	1	9
Instructors/training specialists	2	3	1	4
Temporaries/part-timers	2	3	2	10
Sales/sales reps	1	5	3	15
Messenger/delivery	1	1	1	2
Technician	*	3	1	15
Unspecified	16	7	2	95
All wp positions	98	13	7	225

*Less than 1%.

Based on information from 72% of the responding organizations, the mean ratio of first line supervisors to wp operators is approximately 1 to 4.

Data from 45% of the respondents indicates that the proportion of department managers to first line supervisors in these wp departments is approximately 7 department managers for every 8 supervisors.

The Composition of the WP Department by Sex

In the first IWPA/DS&E study, Word Processing and Employment, the predominance of women in the field was noted. Today, as Table III shows, the situation is little changed. Only 45% of responding organizations have men in their wp departments in some capacity, ranging from 1-57 individuals; but comparatively few are in the lower echelon positions. Only 15% of the respondents report having male wp operators and even fewer, 7% report men as first line supervisors. As would be expected, there are somewhat more male wp department managers, but even those are reported by only 25% of the survey participants.

TABLE III

Male WP Personnel	% of Respondents Reporting	Average in WP Department		
		Mean	Median	High
Operators/secretaries	15	2	1	30
First line supervisors	7	2	1	15
Department managers	25	1	1	40
Other wp employees	14	3	1	57
Managers/supvrs. (misc.)	3	1	1	6
Analysts/systems analysts	2	2	1	15
Proofreaders	1	2	2	4
Clerks/sales reps/ instructors/coordinators/ operators/part-time/ technicians/messengers	*			
Unspecified	5	4	2	43
All wp positions	45	3	1	57

*Less than 1% each.

Based on the responses of all participating organizations (including those reporting no men on staff), the ratios of male wp staff members to all wp personnel by wp staff level is as follows:

WP Staff Level	Males	Total Staff
Operators/secretaries	3	100
First line supervisors	3	50
Department managers	2	9
Other wp functions	1	10

Job Levels in the WP Department

How many levels are there in the typical wp department from entry level word processing operator/secretary to the highest level?

A majority of the respondents, 53%, report only two or three levels. The precise breakdown is: 16% indicate only one level from trainee to senior operator; 23%, two levels; 30%, three levels; 9% four levels; 4% five levels; 2% over five levels; 5% no levels; and 11% did not respond to the question.

Are Supervisors Also Machine Operators?

How many first line supervisory personnel also operate word processing equipment part of the time?

The majority, 52%, indicated that some supervisors also perform the wp function. Thirty-eight percent say no first line supervisors did this type of work and 10% did not answer the question.

Among those reporting their supervisors also operated wp equipment part time, the number of supervisors doing this work ranged from 1 to 30, with both the average (mean) and the median being 1.

What is the proportion between first line supervisors who operate wp equipment part of their time to the total number of first line supervisors?

Overall, an average of 9 out of 20 first line supervisors also operate the equipment.

Job Titles of WP Operators

As the initial IWPA/DS&E survey revealed, there is a somewhat confusing range of titles for the person who actually operates the word processing equipment. Data from the current survey, shown in Table IV, suggest that this semantic situation still prevails.

TABLE IV

Job Titles of WP Operators	% of Respondents
Wp operator	25
Correspondence/ing secretary	18
Wp specialist	15
Wp secretary	11
Secretary	10
Operator (Mag card; MC/ST; MT/ST)	9
Stenographer/clerk typist	6
Wp typist	5
Word processor	4
Wp technician	3
Dictating machine transcriber/transcriptionist	3
Clerk	3
Editor/text edit operator	2
Manager/coordinator (misc.)	2
Supervisor (misc.)	2
Other	9
Don't know/no answer	1
	**

**Total exceeds 100%, due to multiple response.

It seems, however, that titles which include the phrase "word processing" are gaining ground, since 63% of the responses to this question incorporate it. "Correspondence secretary," it is interesting to note, was the designation found to be in most frequent use, by the 1975 study.

Separation of the Administrative Support Function

In an attempt to determine how widespread is the separation of the administrative support function, the respondents were asked, "In your word processing department, are the persons who perform administrative support functions different from those who operate word processing equipment?"

Forty-two percent replied "Yes, each person has only one function." Twenty-four percent said "No, all persons perform both functions"; and 22% indicated some persons perform both functions. Four percent don't know and 8% didn't answer.

Work Measurement in WP Departments

The survey data suggest that it is becoming the norm in wp departments to institute work measurement systems. Among the responding organizations, nearly three-quarters, 74%, report some form of work measurement in use; 23% do not; 3% do not know or didn't respond.

WORD PROCESSING AND THE ORGANIZATION

Because of its nature, word processing has the potential to create significant changes in the makeup and operations of those organizations which adopt it. This study investigates just two aspects of the impact of wp on the organization: how it is affecting the number of secretaries which wp-based organizations employ and the extent to which wp services executives within these organizations.

How WP Affects Secretarial Staff Size

Respondents were asked to report how the use of word processing has affected the size of their organization's overall secretarial staff. The largest group (42%) report no change in their secretarial staff size, but an almost equally large percentage (40%) say it decreased after wp was installed. Not surprisingly, only a small group, 7%, report an increase.

Participants were also asked to indicate the reasons for increases or decreases. These comments were analyzed and the results presented in Tables Va and Vb. Note that in each instance, the percentages are based on the total number reporting an increase or decrease.

The reasons given for an increase in secretarial staff size due to use of word processing are shown in the Table below. Both major reasons cited are a product of organizational expansion.

TABLE Va

Primary Reason for Increased Secretarial Staff Size	% of Respondents Citing Increase
Company growth/increase in business/work load	61
More staff to support	21
Reorganization/job duties changed	1
Other	21
Don't know	14
	**

**Total exceeds 100%, due to multiple response.

The following comments are typical of those made by the 61% of this group who indicate that the primary reasons for increased secretarial staff size were company growth, increase in business and its associated work load:

More output generated more work input.

To keep up with growth of added new executive personnel.

Additional client load.

Wp enabled company to bid on and win more contracts.

More people inputting into the WPC.

Increased work load.

Work load doubled.

Expansion of staff and work load.

To facilitate increase in work load.

We were a dynamically growing new organization when wp began. Everything increased dramatically.

Massive company expansion 1977-78.

An increase in secretarial staff size was also due to a need for additional support personnel as cited by 21% of the respondents:

Increased staff (management).

More engineers.

Increased staff to be serviced.

Additional administrative personnel.

New staff hired for WP center.

Maintenance of executive/secretarial relationships, continuation of present positions, time required for instruction, and inadequate staff assessment by management were among the miscellaneous reasons (21%) for increased secretarial staff size; as exemplified below:

Interim period (professors used to having personal secretaries assigned).

...decision to maintain partner/secretary relationship.

To permit present jobs to continue.

No planning by management.

Understaffing to begin with.
Instruction.

Among those who report a decrease, the leading reasons given, as shown in Table Vb are a reduction in secretarial typing loads, 16%; greater efficiency, 14%, and attrition, 11%.

TABLE Vb

Primary Reason for Decreased Secretarial Staff Size	% of Respondents Citing Decrease
Typing load reduced/much of secretarial work now goes to wp center	16
Greater efficiency/more work done by fewer people	14
Attrition	11
Jobs/positions dropped/fewer people needed/manpower reduction	8
Greater productivity/now able to handle larger work load	7
Reorganization/job duties changed	5
Word processing/wp equipment	5
Work was consolidated/centralized	5
Cost reductions/cost efficiency	4
Work was automated/machines used	3
Budget cuts/drop in business	3
All other	7
Don't know/no answer	14
	**

**Total exceeds 100%, due to multiple response.

Because these provide useful insights into the impact of the word processing function on the organization, an extensive sampling of the many comments provided by respondents on the reasons for decreased secretarial staffs is given on this and succeeding pages.

Comments on reduction in typing load and a shift of secretarial work to the wp center:

With typing function removed, secretaries now serve 4 to 5 originators.

Administrative secretaries support more principals since typing requirement removed.

Less retyping.

Transfer of typing and dictation to wpc.

Fewer junior secretaries were needed.

Centralization of typing using less staff than before.

Less need for secretary type personnel in various departments.

Freed administrative secretary from typing.

Wp absorbed all correspondence processing.

Wp handles the larger documents, leaving secretaries with less to do.

Secretaries had more time to work for additional attorneys.

Work over 3 pages came to center.

The wp center relieved secretaries of extensive typing, freeing them for administrative tasks.

Typing requirement met with wp.

Less typing for rest of administrative staff.

Less need for steno services.

Secretaries only handle small typing jobs, etc.

Less draft typing by secretaries.

Typing was more productive in wp.

Storage capacity of the equipment, repetitive typing of large documents eliminated.

Comments on greater efficiency.

2 can handle what 3 used to do.

More output from each person.

Increased effectiveness; did not replace terminated staff.

More done with fewer people.

One secretary can accommodate 2-3 authors.

...secretary serviced minimum of 3 people.

Not really a decrease, but as more managers were added, the ratio was decreased.

More efficient use of staff, skills and equipment.

Ability for fewer secretaries to accomplish more work.

1 secretary to 2 attorneys.

No longer 1 secretary per manager.

30-40% increase in efficiency.

Better executive/support ratios; wp allowed this.

Less people performed a larger volume of work.

More efficient use of secretarial staff through restructuring.

Wp handles volume reports faster.

Increased efficiency of system.

Better work flow.

Speed of production.

Comments on attrition:

Fewer new hires.

When one quit, none replaced.

Reduction through attrition.

Didn't hire.

Did not replace terminating secretaries.

Normal attrition.

Attrition and cost avoidance.

Attrition, central processing.

Attrition, no need to replace.

Fewer able to support more; decreased through attrition.

Resignation and attrition.

Comments on job reduction:

Some secretarial positions eliminated.

Less hiring of administrative secretarial help.

Eliminated secretary for each department.

Job cancellation with work transfer.

Cutback in staff.

Eliminated steno pool.

Jobs no longer required.

1973 -- complete company personnel reduced.

Didn't need them.

Reduced manpower ceilings.

Wp replaced 12 secretaries.

Manpower cuts.

Machine payoff released 3 positions.

Eliminated the need for part-time secretaries.

Lack of work for secretaries.

Too many people for work generated.

Comments on greater productivity:

Greater production decreased the staff.

Productivity, cost savings, etc.

Increase of production, but no new hires.

Wp has more volume capacity.

More productive usage.

Increased production on machines.

Wp handled more work in a central area.

Due to more productivity by mag cards, less secretaries were needed.

Increased productivity and quality.

Able to handle more work in center.

Comments on reorganization:

Reassignment of excess positions.

Job duties were reassigned. New people were not hired.

Work load distribution.

Better job organization.

Realignment and specialization of duties.

Took typing off desks so they had more time to do administrative work.

Redistribution -- specialization of work.

Formed wp from some secretarial staff.

Responsibilities changed.

Reassignment of duties resulted in the need for less staff.

Comments on equipment:

Decrease -- New equipment new procedures.

Equipment sophistication.

Text editing equipment.

Technology -- mag card type.

New equipment much faster so we were able to reduce staff.

Cost of personnel went into equipment.

To offset wp equipment.

Wp was introduced for the purpose of reducing secretarial staff.

Wp service.

Comments on centralization and consolidation:

Needs met in centralized system...

Work was centralized, 2 secretaries for pres. and v.p., and 7 terminated or retired.

Consolidation of duties.

Centralization of resources.

Centralized unit.

Consolidation reduced staff.

Wp provides centralized typing service.

Centralized duties.

Comments on cost reduction:

Cost effectiveness.

Decrease in operational funds.

Economy.

Cutback, we moved (which was idea), new technology.

Reduce labor costs.

Cost reduction.

Cost efficiency.

Comments on automation:

Repetitive use of typed material.

Reduction due to switch from shorthand to machine dictation.

Power typing equipment with revision capabilities.

Machines replaced them.

Automated equipment could handle numerous revision cycles.

Conversion of long documents to automatic equipment.

Work put on system.

Ability to retain reports on disk.

Large volume of work was automated.

Comments on budget cuts/decline in business:

Billet cuts.

Decrease in departmental budgets.

Budget cut, Baltimore, MD.

Reduction in staff due to decrease in school enrollment.

Govt. hiring freeze.

Reduction in number of clerical personnel due to cutbacks in billets.

Financial cutbacks.

Some miscellaneous comments:

Less work for secretary.

Less support required.

Not as much work in departments.

Ability to hire lesser skilled employees.

Weeded out deadwood.

New hires were analyzed more carefully.

Utilization of administrative assistants instead of secretaries.

A Comment on the Responses

Perhaps even more than does the quantitative data, the content of these responses relating to the effects of wp on the secretarial staffs of the responding organizations sums up the impact of word processing. The words of the people in the field indicate that this new office technology is achieving in daily practice the advantages attributed to it in theory when word processing was introduced. Some comments also suggest that the newer equipment in use is further improving the performance of the word processing function.

Executives Served by WP Departments

How many executives are served by these wp departments? Responses show organizations distribute work loads among wp staffs in a variety of ways. Among the 84% of survey participants who indicate that at least some executives are served, the number ranged from one to nine hundred fifty. The average is 82 and the median is 35, but 10% did not answer and 6% say their wp department serves no one on the executive level.

When all responses are considered, the proportion of executives served to the total wp staff averages 7 to 1. When computed on the basis of only the 84% who answered the question positively, then the ratio changes to 8:1.

EQUIPMENT CONSIDERATIONS

What types of equipment are now in use in the word processing field and what extensions of their use are in prospect? To determine this, the responding organizations were asked to identify the dictation and text editing equipment they use by manufacturer and to report on such capabilities as photocomposition, records processing and "electronic mail" as present or future extensions of the word processing capability in their organizations.

Dictation and Text Editing

The use of text editing equipment is reported much more often by word processing departments in this survey than the use of dictating equipment, as Table VI shows. The response also suggests that in a substantial number of participating organizations, more than one type of text editing equipment is likely to be in use. Not unexpectedly, the most frequently cited equipment manufacturers for text editing are IBM, Wang, Xerox, and Vydec. Dictaphone is most often mentioned as the source of dictation equipment.

TABLE VI

Type of Equipment in Use Manufacturer	% of Respondents
Dictation	
Dictaphone	8
Lanier	5
IBM	4
Norelco	1
Sony	*
Text Editing	
IBM	49
Wang	14
Xerox	11
Vydec	10
A. B. Dick	6
Burroughs	5
Lanier	5
Digital Equipment	4
CPT	3
Lexitron	3
3M	3
A/M Intl.	2
NBI	2
AES Data	1
Compugraphic	1
Micom	1
Savin	1
Wordstream	1
Diablo	*
Hendrix	*
Jacquard	*
LCS	*
Olivetti	*
Remington	*
All other	7
Unclassifiable	2
Don't know/no answer	1
	**

*Less than 1%.
**Total exceeds 100%, due to multiple response.

Photocomposition and Records Processing

The availability of wp equipment interfacing with photocomposition equipment represents one new direction in which wp operations might extend their services. To determine to what extent this option has been utilized or may be added in the future, respondents were asked to report whether their equipment incorporates this capability. More than a fifth of the participants, 21%, have such capability available. In addition, the responses from another 39% indicate that their organization has investigated the possible use of photocomposition. Forty-three percent, however, say that this has not been explored in their organizations.

The use of wp systems for records processing, however is more widespread. Forty percent of the participating organizations report doing this; 55% say they do not; 2% don't know, and 3% did not answer this question.

"Electronic Mail"

The marriage of telecommunications to word processing equipment offers an information handling breakthrough with the potential of greatly expanding the capabilities and use of wp. It is seen by many experts in the field as a key element in what is being variously described as "the office of the future" and "the automated office." Hence, in this survey, we were interested in developing not only data on the present existence of this capability in the responding word processing operations and whether its use was being investigated, but opinions as to the effect of this "electronic mail" capability on wp operations by those who work with wp on a regular basis. The results suggest that the concept of "electronic mail" is becoming more widely recognized and considered within the word processing departments covered by this study.

A quarter of the respondents, 25%, indicated their wp system is equipped with electronic mail. Seventy-three percent responded "no" and 2% don't know.

Of the 73% without this capability, 26% reported someone in their organization has fully investigated the potential electronic mail offered; 35% indicated it hadn't been investigated; 10% don't know and 2 did not answer.

What effect would electronic mail capability have on their wp staff size and operation? As Table VII shows, over half, 52%, don't know, 19% don't foresee any changes, and 6% didn't answer. Among those that did, 15% anticipate increased staff size and expanded operations.

TABLE VII

Effect of Electronic Mail on WP Staff Size/Operations	% of Respondents
No changes	19
Increase staff size	6
Increase/growth	6
Increase work load/expand operations	3
Increased efficiency/speed	3
Staff size will remain constant	2
Reduce/slow growth of staff	2
Link us with/enable us to assist other office locations/clients	2
New/change in capabilities	*
Misc. equipment changes	*
Decentralization	*
Other	4
Don't know	52
No answer	6
	**

*Less than 1%.
**Total exceeds 100%, due to multiple response.

Comments by participants on this new capability tend to focus on rather narrow parameters, closely related to current wp considerations such as staffing, speed of operations, and expediting communication with other organizational locations. Typical remarks in answer to the question on what effect electronic mail capability would have on wp staff size and operations are shown below.

> Will probably increase staff due to increased output necessary.
>
> Increase staff -- increase efficiency -- link scattered facilities together.
>
> It will definitely increase size because our work will double.
>
> Electronic mail-none. Communications-could treble staff.
>
> Should increase productivity.
>
> Probably none on size, but will speed up workflow and sales.
>
> Expansion to field locations.

Would increase center operations and size, decrease clerical throughout agency.

None--we will be able to do more without increasing staff.

Increased volume of pages typed--no increase in staff.

Existing operators handle the communications; at present, not heavily used.

Probably same staff size--reduction in postal costs--study in progress, effects unknown as yet.

Don't know yet--our operators are highly productive with new equipment--can handle more than previously.

...distributed logic staff fairly level.

Time saving -- less pressure to meet deadlines.

Reduce staff size. Speed up operations.

Allow more time for rush projects which must be sent across country.

Improve turnaround time.

Facilitate handling and impact turnaround time.

Faster turnaround; less costly method of distributing documents.

No effect on size. Will enable us to meet agency deadlines more easily.

Cut down paper flow, give faster response to customer.

Decrease mail/messenger/files staff.

No effect on staff size. Will speed document transactions and decision making results.

Same--faster turnaround.

Would add challenge and speed to operations. No change in size.

Has been a time saving factor.

Should create flexibility and capability for some decentralization.

None on size. Will allow liaison with clients, co-counsel, etc. for transmission of documents.

We will be able to transfer work and information between offices as required.

Allows us to offload work between centers.

Will link us more closely with other offices and clients.

Obviously, the capability to communicate between different physical locations.

We have 3 wp centers at 3 different locations. With communication we are able to share workloads.

Expedite data processing to other locations.

Should increase it when we are able to communicate with field offices.

Probably none--will increase overall company-wide communications efforts.

No effect on size. We will be able to assist our overseas staff better.

Utilization of document printer to support satellite locations; integration of telex functions into wp.

None on permanent staff, but will eliminate headaches of keeping 12 temporaries on the rolls at all times.

Will eventually necessitate equipment change...

We intend to use communications to obsolete our TWX network.

More centralized processing of information.

We will probably establish satellite operations.

Increase responsibility of group.

Probably very little, as telecommunications feature can be added to present 6/450.

These results, in general, suggest that there is growing interest in the additional capabilities which technology is making available in the word processing field. If this is not yet intense and wide spread, it should be considered that the technology of word processing itself is less than a decade old and both organizations and the people responsible for the word processing function are understandably more preoccupied with learning to apply and improve the efficiency of current and new generations of wp equipment, than in expanding in new, largely uncharted directions.

EMPLOYMENT FACTORS

A number of questions in the IWPA/DS&E survey deal with critical factors in the employment of wp personnel: recruitment; problems in staffing wp operations, both direct and indirect; salaries; and turnover. The purpose is both to document what problem areas exist in wp employment and to report how these are being handled. The numerous comments made by participants are especially useful in providing a view of attitudes toward employment aspects of wp, and how respondents are coping with the pressures and changes occurring.

Recruiting WP Personnel

Respondents were asked to indicate the sources they use in acquiring the wp personnel they need. As might be expected, more than one source tends to be used. The extent to which these various recruitment sources are used and their effectiveness is shown in Table VIII. Advertising, internal training and employment agencies are the most frequently used and the most effective techniques according to respondents.

TABLE VIII

Recruitment Source for WP Personnel	% of Respondents Use	Find Most Effective
Newspaper advertising	48	16
Internal company training	47	27
Employment agencies	42	16
Business/secretarial schools	28	8
Other schools	3	2
Government placement services	8	2
Referrals	6	4
Vendor training	5	2
Outside applicants	3	1
Other	5	3
Don't know/no answer	4	23
	**	**

**Total exceeds 100%, due to multiple response.

In answer to a question on the comparative difficulties of recruiting wp operators and secretaries vs their non-wp counterparts, the majority, 57%, see wp people as more difficult to acquire. Twenty-eight percent, however, see no difference in recruiting the two groups; 11% have no opinion and 4% did not reply.

The 57% reporting difficulties were asked what factors made recruiting for wp people harder. The single major reason, as shown in Table IX, is lack of experience, which 19% of this group cited.

TABLE IX

Reasons Recruiting WP Staff More Difficult than Non-wp Staff	% of Respondents
Lack of experience/skills/training	19
Organization requires special skills in addition to wp	6
Low salary/can't get skills at this salary level	6
Wp operators in great demand/competition for	4
Wp work boring/too routine/no variety	3
Requires mechanical aptitude/people resist machines	3
Applicants unfamiliar with/misunderstand wp function	2
Heavy work load/pressure	2
New field	1
Resist group/"pool" environment	1
Applicants not interested	*
Other	4
Don't know/no answer	9
	**

*Less than 1%.
**Total exceeds 57%, due to multiple response.

Typical comments relating to the special staffing problems of wp operations are grouped below according to the frequency with which they were mentioned.

Comments on lack of experience/skills/training:

> Very few people have any training, and those that do have poor training.
>
> Little response to ads for experienced operators.
>
> Insufficient wp & secretarial skills.
>
> Lack of trained operators in marketplace.

Have to know law and the machines. Limited number of operators in NYC.

Does not seem to be enough well qualified applicants.

Expectations and requirements are higher.

Lack of training and ability to conceptualize wp.

Hard to find qualified.

Hard to find wp operators. More secretaries available.

No trained worker pool in area. (Poughkeepsie, NY)

Lack of skills in suburban area. (Niles, IL)

Nature of work and requirements necessary, i.e. work measurement.

Lack of people in this area with experience. (Eugene, OR)

They really don't know what to look for.

Lack of skills for salary offered.

No trained operators on Canadian market. (Montreal)

Lack of English skills.

...lack of trained wp staff in area. (Omaha, NE)

Comments on special skills required:

Requires heavy statistical experience.

WP training with patent law experience hard to find.

They also have to know medical terminology. We'll teach them the equipment, if they know medical term.

We do technical typing as well as requirement to know wp.

Must be specialized in both legal and mechanical fields.

Medical transcription is very specialized.

Require computer background AA degree.

Comments on low salary ranges:

Our salaries are not competitive with similar positions in this area...(Omaha, NE)

...we don't want to pay going rate!

Not competitive with marketplace.

We require trained MAG II tech and stat oper. at a salary below the local marketplace. (Denver, CO)

State has no classification for wp. State's pay is too low. (OR)

Not willing to pay wage premium for skill level.

Our pay scale is lowest in the area. (Santa Barbara, CA)

Pay scale, personnel rates wp low.

Pay grade low for high qualifications expected.

Comments on high demand:

Great demand in area. (Villa Park, IL)

Aren't very many...

I don't think there are as many wp operators in the market as secretaries.

The market is short on specialists.

Great demand for operators in Chicago.

Good ones secure where they are.

Wp operators all working...

Wp operators are in much demand in more metropolitan areas at higher salaries. (Rexburg, ID)

Short supply in the area. (Portland, OR)

...high demand for wp operators in this area's job market resulting in scarcity of supply. (Sunnyvale, CA)

Small town -- experienced wp operators/secretaries not available. (Muskegon, MI)

Good operators hard to find.

Not enough trained personnel in city. (Dallas TX)

Comments on work as boring/too confining, etc.:

Work is not varied enough.

The typing all day.

No glamour.

Most think it is boring and they like the one-on-one situation.

Few people want to spend entire day typing.

Secretaries feel it is not personalized enough.

Too confining.

...experienced secretarial candidates want more public contact positions.

More persons trained in secretarial; secretaries not interested; feel they would be bored!

No customer contact.

Comments on machinery aspects:

...people are afraid of machines.

More mechanical skills required.

...machine oriented.

We require more technical ability.

Equipment is difficult to learn.

Require technical background (machines)...

Not qualified for sophisticated equipment.

Look for a liking for machinery.

Comments on other points:

Candidates not knowledgeable about wp, relate work to that done in typing pool.

Not too familiar with wp system.

Applicants do not understand wp.

Lack of knowledge and/or fear of the job.

More demanding.

"Don't want to type all day" -- viewed as a "pool".

...high overtime rates, heavy work loads.

Fear of the unknown.

New concept.

Fear of new thing -- no pay increase.

Stigma of a typing pool.

...perhaps typing pool concept.

"Center" atmosphere does not appeal to most people.

Want more public contact.

Pool environment...

No support from personnel dept.

Personnel Dept. not used to new job description.

Wp still not fully understood in job market.

It is still new in our organization.

(Lack of) prestige.

Salary Comparison

One finding of the IWPA/DS&E 1975 study on word processing and employment was that the salaries paid wp people were, in general, about equal to those paid to people in conventional secretarial jobs. This new survey suggests that despite the growing importance of the wp field and the recruiting problems wp departments are encountering, the situation is little changed.

Almost half of the respondents to this survey (46%), report no difference in pay between wp and non-wp secretarial staff in their organizations. A fifth, 20%, report higher pay for wp people. This is largely counterbalanced, however, by 15% who report wp pay is lower. Additionally, 13% don't know and 6% did not respond to the question. (Too few respondents supplied data on dollar value of pay differentials to enable them to be utilized.)

Turnover Rates

Turnover among the wp staff is not, apparently, a major problem among those surveyed. Half of the respondents report a wp turnover of 10% or less. But a scattering of respondents report a turnover of over 100%.

TABLE X

Est. Annual Turnover Rate	% of Respondents
10% or less	50
11-20%	13
21-30%	8
31-40%	4
41-50%	4
51-60%	2
61-80%	2
Over 80%	2
Don't know	10
No answer	5
	100

How do these turnover rates compare with those among the non-wp staff? According to this sample, there is somewhat less turnover among the wp staff, but the difference is not great. Almost one-third (32%) report less turnover among their wp people and 27% say there is no difference. Only 12% experience higher turnover among wp employees, but a significant number, 23%, don't know, and 6% did not answer.

Causes of Turnover

Word processing people leave their jobs primarily for career-related reasons according to 43% of the respondents to this IWPA/DS&E survey. As Table XI shows (see following page), salary and lack of advancement are the key career issues. Personal reasons, such as marriage, are the next most frequently cited cause, 27%. Then comes job factors, 22%, that relate either to the individual, e.g. incompetence, or the nature of the work itself, such as long hours.

Typical comments by respondents on specific causes of turnover illustrate these data.

Comments on salary suggest not only the lure of higher salaries in other organizations (or departments) but a view that the "grass is greener" for wp people in other segments of the economy.

> Better salary in private sector (we are state gov't).
>
> Better paying jobs. (left state gov't)
>
> Better pay in industry. (Federal agency)
>
> Higher wages in public business. (private college)

TABLE XI

Most Important Causes of Turnover		% of Respondents
Career factors		43
Money/salary level	22	
Lack of promotion/advancement/ left for better job/no potential for advancement/no career path	21	
Personal factors		27
Relocation/moving/spouses transferred	14	
Marriage/pregnancy/family needs/ changes in personal life/ continuing education/health	13	
Job factors		22
Lack of ability/incompetence	6	
Job too confining/boring/routine	6	
Pressure/heavy workload/long hours	5	
General job dissatisfaction/people didn't fit the job	5	
Poor work habits/attendance	*	
Other factors		22
Career changes	3	
Retirement/leaving job market	3	
Problems with supervisors	2	
Lack of prestige/low status	2	
Personality conflicts	1	
Competition among businesses for wp people	1	
Leaving the company/resignation	1	
Wp function not accepted/understood by management	*	
Normal attrition	*	
All other	9	
No turnover		6
Don't know/no records		13
		**

*Less than 1%.
**Total exceeds 100%, due to multiple response.

State and Federal governments pay more money.

Higher salaries in private industry. (state college)

Because we do not have a "senior operator" classification, many of my good people transfer to other departments for better pay.

...pirated away by higher paying center...

Salary too low for job responsibilities.

Better pay for same work elsewhere.

More pay somewhere else with equal benefits...

Comments on promotion as a reason for turnover by 21% of the sample suggest that wp operations tend to lose people through promotion of their people into other areas of the company as well as due to lack of advancement prospects within the word processing operation itself.

Promotions within organization to Admin. centers & jobs in industry operating wp equipment...

Went to administrative position.

Promotion to executive assistant position.

Successful job transfer within dept. to non-typing positions (promotions)...

Promotion to administration.

Become supervisors in other companies.

Wanted supervisory position or additional responsibility.

Wp staff "promoted" out of center.

Advancement within company.

Advancement within company has been only reason for turnover.

Lack of promotion -- interdepartmental.

Better opportunities...

More responsibilities...

Move to bigger companies...

No career path levels within company.

Inability to advance within wp.

Absence of career ladder.

We do not have career paths therefore limited growth trend.

No career path levels within departments...

No potential advancement after senior level...

Unhappiness at not progressing...

People felt stagnated in the office -- no chance on promotion -- company unwilling to transfer for other positions.

Comments on personal reasons for turnover made by 27% of the respondents focused on family-related or educational factors.

Husbands relocating...

...family transferred.

Move out of town with husband, etc.

Mate of employee relocated...

Transfer of husbands.

Maternity leave...

Marriage...motherhood.

Pregnancy...headaches.

Had children...illness.

Health.

...back to school.

Continuing education.

...going back to school.

Employees mostly 19-30, marriage, moving to another city -- major reasons for turnover.

Comments on job-related factors, by 22%, dealt largely with job mismatch between people and the requirements of word processing work.

Inability to perform in production atmosphere.

...skills in grammar and spelling not that great.

Not qualified to type and transcibe with good language skills...

Lack of comprehension.

Initial wp center was established using staff that was hired for a typing pool. Skills and abilities needed were not necessarily present in that group.

Some people don't have mental capacity for wp.

Operator couldn't hack it.

Skills inadequate for the job.

Inability to cope.

Grammatical incompetence.

They didn't measure up as expected and were terminated (100%).

The fault was ours in not hiring mature and professional people that could handle the requirements of the job.

...inability to cope with magnetic media...

Inability to use equipment to full potential.

...difficulty with technical terminology...

Inability to master equipment...

Did not like constant typing, lack of understanding equipment.

Non-technically inclined persons became frustrated.

Recruiting right type of person.

Staff is unionized in wp, therefore much dissatisfaction.

People hired not informed enough as to what wp is.

Had a person as operator who should have been employed as administrative support.

Hiring people who were not machine oriented and had too much learning curve need.

Wp is a very intensive demanding assignment and requires a degree of dedication, responsibility and maturity not always manifest in the young (alas).

Trainees unable to adapt to equipment, unhappy with full-time typing.

Job burnout.

Former secretaries who could not accept wp concept.

Dissatisfaction with a central center environment.

Wanted more variety and less restrictive area.

...trainees did not like typing 8 hours a day...

Challenging new position, not just straight typing...

Upon gaining experience, looked for more fulfilling positions.

...lack of diversification...

...operators tend to become bored once the novelty of the equipment wears off.

One operator was overqualified and bored.

Boredom...

Flexibility, diversity...

The secretary that can't sit for that long.

Tired of typing all day...

Some become bored with closed environment -- preferred diversification and outside exposure.

Job became too routine.

Do not like to sit and type all day -- no variety.

Tedious work...

Unable to deal with the pressure.

...pressure -- work load very high.

Pressure to produce under ever increasing work load.

Production atomosphere -- "easier" to be an administrative secretary.

Night shift hours -- change in plan among 2nd shift people, such as returned to school, took full-time job, etc.

Dissatisfied with hours.

Overtime very heavy 3-4 months a year.

Unable to adapt to concentrated work environment.

Among comments describing other reasons for turnover, were the following:

Dissatisfaction with previous supervisor.

Poor (none) supervision...

Lack of supervisory skills by wp supervisor...

...supervisors lack experience.

...perceived lack of status/importance.

...low status.

...lack of recognition...

...(lack of) prestige.

Treated less like ladies and secretaries and more like slaves and workhorses.

...unappreciated.

Wp concept not fully accepted by company.

Upper management cannot comprehend or appreciate the wp function.

...mgt. attitudes.

Unhappy with management support...

Neglect of management to delegate authority, give direction, and show gratification for a job well done.

...introduction of new methods and procedures.

First year -- adjustment to working in a group under supervision of a female...

...wp background is useful to a person moving from the secretarial field into the higher paid technical fields, such as data processing and engineering.

Wp provided a career path for other jobs -- i.e. military personnel clerks.

Other talents were ultimately recognized (creative) and a promotion tied to the move.

Wp opened a new avenue for many people.

WP STAFFING PROBLEMS...AND SOLUTIONS

Asking respondents to describe the major problems encountered in staffing their word processing operations disclosed three major groupings: those who found the principal problem a lack of the types of people they needed, 28%; those who had no answer to the question, 26%; and those who cheerfully reported a lack of major problems, 20%. As Table XII shows, much smaller percentages mentioned other problem areas.

TABLE XII

Major Problems in Staffing WP Depts.	% of Respondents
Lack of skilled/trained/ experienced wp personnel	28
Low salary range	8
Heavy work load/pressure	3
Management's misuse/mishandling of wp	3
Recruitment/selection	2
Finding people willing to type/work at keyboard continually	2
Finding people with mechanical aptitude/ who like to work with machines	2
Turnover/keeping people	1
Staff size limited/freeze on hiring	1
Tight budget	*
Other problems	10
No problems	20
Don't know/no answer	26
	**

*Less than 1%.
**Total exceeds 100%, due to multiple response.

The Skills Problem

The comments on lack of skilled people by 28% of the sample indicate that the major problem is the limited supply of skilled, experienced, word processing personnel and/or of people with good English language skills.

> Lack of well trained operators on IBM Mag II equipment...
>
> Finding qualified spellers and speed typists...
>
> Getting adequately trained people, not on equipment but in English usage, punctuation and spelling.
>
> Finding applicants who can spell.
>
> Finding qualified operators -- we prefer wp and legal experience...

Hiring anyone who has any word processing equipment training or work background in this field...

Finding dedicated people.

Finding bright, alert, interested workers...

Often experienced typists have poor grammar/spelling skills which seriously affect machine dictation transcription...

People untrained in technical terminology...

Finding people with "real" working knowledge of wp equipment -- most people only have a limited knowledge/understanding of equipment.

Strong English background -- students lack desperately in this area...

Major problem is finding secretaries with good language arts skills...

Attracting career minded, highly skilled individuals...

Getting good secretaries/typists to be interested in the secretarial field -- average ones stay -- good ones bid on non-secretarial positions and are promoted.

Finding qualified people who think they would like the environment of a wp center...

High schools and colleges are not placing enough emphasis on wp concepts and technologies.

Finding qualified typists who can spell...

Length of time needed to replace an operator...

Other Problems

Comments on the salary problem affecting staff 8%, tended to deal with the inability to attract and hold people due to low salary levels within the wp operation.

Because our salaries are among the lowest in the city, we can generally hire only inexperienced people...

Keeping other departments from offering more money to good employees.

Salary, therefore skill level...

Morale with regard to pay scale...

Pay scale in (state) gov't system.

Inability to compete salary-wise with larger organizations...

Starting salary too low compared with responsiblity.

Trying to pay a salary competitive with private business. (private college)

Money -- salaries are the same for a clerical who operates a standard Selectric or a piece of wp equipment.

Underpaid...

Comments by 3% deal with the cyclical nature of the word processing operation, the heavy work loads, and the resultant pressures.

Wp positions are constantly under deadline pressure - - seems inconsistent to other positions in organization...

We work under a great deal of pressure, actually are a "production" operation and expect a great deal from our specialists.

Understaffed -- grown too fast to keep up...

Too much work and responsibility...

Unable to find qualified people, heavy and increasing work load limits time for grass roots training.

Comments by 3% of the respondents focus on problems that are management-related, notably a lack of understanding of word processing and of support for wp operations.

Company does not understand concept of wp...

Upper management sees wp as a necessary evil required to produce government publications. Will not permit effective use of wp function. Will not investigate possibilities.

Mgt. attitudes...

None which can be solved without major changes in CSC rules and standards which do not recognize wp as a skill or profession.

Top management support...

Necessity of *involving* more departments in wp usage...

Resistance by principals and support staff. Almost impossible to make systems efficient and effective.

Assignment of non-word processing tasks by management...

...poor management.

Comments by 2% suggest that the key staffing problem they face is recruiting suitable candidates due both to personnel department unfamiliarity with field and resistance by qualified people to word processing work.

Lack of knowledge of personnel requirements by personnel dept. interviewers.

Not allowed to test -- have to rely on agencies -- no solution as it is corporate policy (retail).

Wp perceived as typing pool...

Personnel...

Obtaining interested applicants...

Lack of interest -- ignorance of benefits of wp...

Personnel unfamiliar with wp requirements...

Comments by 2% of the respondents relate to finding people who like to type all day.

People fear being tied to a machine all day.

It is hard to find someone with adequate typing and good grammar skills that wants a job that is solely typing.

Getting qualified girls with good grammar skills and someone who likes to keyboard most of an 8 hour day.

...finding people satisfied to type all day...

Finding qualified typists who can spell and want to type all day.

Finding someone intelligent who likes to do boring work at a low wage.

Comments by 2% indicate that the mechanical aptitude required of the wp operator was an obstacle in staffing wp centers.

Finding excellent people who enjoy typing, understand machines...

Major problem is finding secretaries with good language arts skills plus the ability to understand machine logic, who will stay with us once trained.

Finding someone with accurate spelling, machine aptitude -- mechanical ability.

Finding someone who isn't afraid of the wp typewriters.

Machine aptitude...

Applicants are afraid of the equipment because they have never seen it before...

Finding the person suitable to this type of job -- mainly being able to adapt to using the equipment with accuracy and quantity productivity. Not just anyone can sit at a machine for 6 plus hours and love it.

Comments by 10% of the respondents deal with miscellaneous factors such as the image of word processing, lack of morale and motivation among wp operators, undesirable shifts, and inadequate space and equipment.

...bad initial publicity image of "typing pool"...

Finding competent people who think it is more than a typing job...

Finding a person who is willing to make a career in wp -- looking for different types of people who would be willing to make a commitment.

...working with personnel departments to establish classifications.

Trying to overcome typing pool concept. What is word processing?

Breaking the personal secretary role...

Trying to overcome "typing pool" stigma.

Keeping the idea of typing pool out of their heads.

...the university system is presently reorganizing job classification.

People feel downgraded. We have changed to a dedicated secretary system. Have noticed a tremendous difference in attitude and motivation.

...lack of appreciation and job boredom...

...keeping morale up.

Keeping the staff motivated.

The operators are good, just bored, a morale problem.

Trying to keep people motivated to do a good job.

Motivating people to work as a team.

Scheduling...

Staffing for peaks and valleys.

The midnight shift is the most difficult to keep staffed...

Second shift.

Seeking night operators...

...having to house split shifts.

Split shifts. Hard to find part-time workers, still looking.

... dated equipment.

Trying to change equipment.

Justification of better equipment.

Not enough machinery...

Space; acquirement of additional equipment.

...looking at new equipment.

Not enough terminals.

Need more equipment, more room, move lab assistants.

Space.

No Staffing Problems, But...

A fifth of the respondents, 20%, report that they have no problems in staffing. However, as their comments show, other personnel-related problems are surfacing.

> At the moment I have none -- but am trying to avoid them in the future by keeping up-to-date on office automation and keeping all advised of its virtues -- have them so enthusiastic they can't wait to get their equipment -- also keep them involved in all planning phases but not to the point of burdening them.

No problem -- we start our girls at a very good salary.

No problem -- oversupply of candidates.

As wp touches more departments and more secretaries become aware of equipment operation and challenge, they are willing to move into wp which in turn is helping our staffing problem -- it's curing itself.

Not too many problems -- more people interested in new equipment in wpc. Much easier than at first.

None yet. Try to have some wp's on file.

No problem with staffing. Biggest problem is absenteeism.

No problem in staffing -- would like higher grade (comparable to executive secretary) for coordinator.

Not really a problem except for the time factor to select and train.

Very few problems. Most of our typists ask to become word processing operators.

We only have 1 wp unit so staffing itself is not a problem. It's the staff that's the problem.

No problems staffing, only problem is with ego's of principals.

None at present. Just starting a study to extend the word processing/administrative support concept which may result in reorganization (and lots of problems).

Currently we are in fine shape with top notch operators and 1 supervisor/operator.

Finding Solutions

When asked to report on solutions to their staffing problems, only about a third, 32%, were able to point to activities designed to overcome these. As Table XIII shows, training and upgrading are the most frequently listed responses.

TABLE XIII

Methods Being Used to Solve WP Dept. Staffing Problems	% of Respondents
In-house and other training	10
Upgrading/increasing salaries	5
Working with local high schools/colleges to institute wp training/recruiting from	4
Adding operators/extra shifts/part-time help	2
Increased testing, better interviewing of applicants	2
Educating management in wp	1
Working with/educating personnel dept. re wp function	2
Job enrichment/varying job duties to avoid boredom	*
Other solutions	6
Don't know	23
No answer	48
	**

*Less than 1%.
**Total exceeds 100%, due to multiple response.

Comments by the 10% who are using training to meet staffing problems show emphasis on cross training, vendor training, and increased selectivity of candidates.

> ...training periods held weekly.
>
> We have created training position to develop in-house training of English skills. This is a sad reflection on our school system.
>
> Initial training -- learning insurance jargon. We hold special sessions.
>
> We are teaching the Power Machines and Mgt. course on campus. (college)
>
> ...encourage cross training on various machines.
>
> Cross training of administrative secretaries for backup.
>
> ...now train through vendors.
>
> Internal training/overtime.
>
> ...on the job development.

...we recruit those with terminology (medical) and teach them to operate the equipment.

...we are testing applicants and training most qualified.

...have set up internal program for language arts.

...training potential candidates during 1st shift.

...must hire untrained personnel and train them in-house. Trying to have vendors train new personnel.

...conducting more seminars on educating these people.

Additional training -- we will offer training seminars and classes.

Trying to get all employees cross trained is the major problem. Whenever the work load slows down, we utilize this time to work with each other.

Training -- we allow new employees to work in the wp center a week or so prior to formal equipment training, so they will become familiar with work.

...conduct training in language. Educate personnel.

...on-the-job training, in-service training.

...in-house training or at vendors.

...currently training non-medical secretaries in medical wp.

...we are sending them to school.

Cross training on different vendor's equipment -- with time and motivational suggestions, each person tries a new system eventually.

...we are training our administrative secretaries as backup and using low level positions for training.

Comments by 5% deal with upgrading positions in word processing with appropriate salary increases.

...raised entry level salary and it should help.

...working on reclassification for all wp personnel.

Career path with higher salary and bonus.

...working with personnel dept. to reclassify and upgrade positions.

...trying to raise pay standards by doing surveys of competitive companies.

...trying to get wp salaries raised.

...try to convince top management of the need to re-evaluate our salary structure.

...we are trying to get Civil Service Commission to realize that our operators are not typists.

Attempting to adjust salary range to market average to attract experienced operators.

Upgrading personnel to secretarial level would make a tremendous difference.

...upgrading salary. Actively working with administrator re need; pr campaign with administrator, personnel, managing partner, providing salary surveys, comparisons, etc.

Finding skilled employees at the GS-3 level. Trying to get positions reclassified to GS-4 or GS-5.

...wage scale should be increased.

...upgrading present positions, accelerating internal training programs.

...by training and job incentives.

...to enable personnel to receive training and in turn provide graded structure.

Four percent (4%) of the respondents are creating closer ties with educational institutions, implementing wp curricula, and recruiting from them.

I'm on five advisory committees at the university and high school and am stressing implementation of teaching word processing. Made them aware of 1 year certificate program and associate degrees.

...helping establish wp curriculums at the college level.

Getting good people. I will be teaching at our technical college this winter to train people interested in wp.

...going to secretarial schools to recruit.

Basic commercial training. Select high school students from schools specializing in secretarial studies.

...am currently visiting business, voc.-tech. schools.

...through IWP I am working closely with education and curriculum planning.

...working with schools and colleges to set up wp training programs.

...our wp group has been involved in teacher workshops to help them understand what we need in the way of skills (such as: punctuation, grammar and mechanical ability).

...working with local educators to emphasize the importance of high skills and proper business attitude.

...trying to work out training program with area high schools through OE program in order to create a skilled labor force.

...trying to educate the schools on specs necessary to successfully work in wp center.

...by working with educational advisory boards, school districts, colleges and universities, suggesting changes to curriculums.

...our chapter is trying to familiarize the businesses and schools.

...IWPA working with schools advising what students need to know and lack -- such as language skills;also area college has started a wp course which should be helpful.

...our IWP chapter was instrumental in wp being offered in our junior colleges and other programs.

...in process of contacting high schools with vocational programs, with possibility of supplementing full-time staff with "VOE" students.

Comments by 2% focus on the development/implementation of tests to measure wp aptitude along with extensive interviewing of prospective candidates.

...interviewing becomes important in trying to obtain people with good skills.

...in-depth interview questions and reference checks.

Knowing how to evaluate long-term potential on basis of testing and interview.

Making sure that applicant has the aptitude for wp -- trying to establish a test that personnel can use when interviewing.

...currently developing new testing procedures.

...we are developing standard tests to be used to teach and evaluate keying, revising, playout, formatting, etc.

Comments by another 2% deal with educating the personnel department as to wp's function and requirements; encouraging a re-evaluation of wp positions and salaries in the organization.

Personnel unfamiliar with wp requirements. Trying to orient personnel. Not much luck.

Lack of knowledge of personnel requirements by personnel interviewers.

...working with personnel dept. to establish classifications.

...give personnel a better overview.

...continual approach to personnel dept. for change in "typist" classification.

...I am working with our personnel department on job descriptions and salary upgrading.

...work with personnel department to inform of possible sources.

...working with personnel.

...creation of wp job descriptions/career paths.

...educate the personnel department to look for right personnel.

Comments by 1% of the sample relate to educating management.

Convincing top management of its need and worth. Cost studies and monthly production reports.

Cooperation of management (big brother) -- getting them better informed of advantages of wp services and their economic worth.

...education of higher management.

Money -- salaries and positions are being evaluated and upgraded; status -- user depts. are being educated to wp importance and contribution to the organization.

...education of management and personnel department.

Fewer than 1% of the comments suggest another possible solution to wp staffing problems: eliminating boredom through job enrichment and varied responsibilities. These are, however, of interest and some are presented below.

> Boredom can set in -- we rotate the operators weekly giving them the chance to work with something new.
>
> Have recently implemented administrative assistance to give our wp secretaries more interesting and varied work.
>
> Job enrichment -- trying to switch people in positions temporarily.
>
> Keeping a variety of work for operators. Constant searching for new and diverse applications and trying them on equipment.
>
> ...have incorporated various keyboarding functions in center -- variety helps.
>
> ...allowing operator to do large variety of tasks.

Comments by 6% of the respondents included miscellaneous activities to meet staffing problems:

> We have established a personnel bank for word processing to be used when future openings present themselves.
>
> ...planning open house. Award program to employees referring candidates subsequently hired.
>
> ...open file with several (employment) agencies.
>
> ...written job procedures and concise file of permanent retention data.
>
> Having a resource level sufficient to meet severe peaks in work load.
>
> Taxi squad of handicapped people.
>
> ...are currently using temporary agency help.
>
> Promoting from within.
>
> I hired 2 part-time persons each working ½ day. One is a vocational high school student.
>
> Finding qualified personnel by advertising.
>
> Newspaper advertisement.
>
> ...better equipment and more organization within dept.
>
> ...new equipment, which is easier to learn, will alleviate this problem.

...looking at new equipment.

Better long range planning.

...women reporting to women rather than men.

...try to rehire former wp personnel.

...explain our training program and let them talk to transcribers who started out the same way.

...launched publicity campaign to express positive aspects of wp.

...encourage regular breaks during the day.

Scheduling -- work on a systemized approach to scheduling.

APPENDIX

THE RESPONDENTS

Job Titles

The respondents have a variety of job titles all reflecting some type of managerial or supervisory position. Nearly half of these reflect the word processing function. The largest group of participants, 30%, hold the position of "Supervisor, word processing"; the next most frequently cited title is "Manager, word processing",15%. The complete distribution, by title, is shown in Table XIV.

TABLE XIV

Job Titles of Respondents	% of Respondents
Supervisor, word processing	30
Manager, word processing	15
Manager (misc.)	11
Supervisor (misc.)	7
Manager, administrative services	7
Coordinator (misc.)	4
Manager, office services	3
Analyst (misc.)	2
Supervisor, correspondence center	2
Supervisor, secretarial services	2
Supervisor, administrative services	2
Administrative assistant/technical assistant	2
Supervisor, administrative support	2
Manager, administrative support	2
Manager, secretarial services	2
Instructor, wp instructor	1
Coordinator, word processing	*
Manager, publications	*
Manager, correspondence center	9
Other	*
No answer	**

*Less than 1%.
**Total exceeds 100%, due to multiple response.

Tenure

How long have they held their current title? The responses are indicative of word processing's relatively recent entry onto the business scene. The majority, 58%, have held their

current title for only one or two years. Twenty-three percent have been in their present position for three or four years; 9% for five or six years; and 4% for seven or eight years. Another 4% have held their current title for 9 or more years; 2% did not answer.

Previous Job Titles

Fully 36% of survey respondents had managerial or supervisory experience of some kind before assuming their current position. The largest single group, however, 22%, were former secretaries. Table XV provides data on respondents' backgrounds.

TABLE XV

Former Job Title		% of Respondents
Secretary		22
Secretary	11	
Executive secretary	6	
Wp secretary	2	
Correspondence secretary	2	
Administrative secretary	1	
Supervisor		17
Supervisor	10	
Supervisor of wp	7	
Manager/director		10
Manager/director/admin. manager	10	
Administrator	*	
Staff assistant		8
Administrative/executive asst.	6	
Office/staff assistant	2	
Clerical		7
Stenographer/clerk typist/typist	3	
Clerk	4	
Word processor/wp operator/specialist		6
Analyst		4
Leader/chief		3
Lead/group head/group leader	3	
Chief	*	
Assistant manager		4
Assistant supervisor	2	
Assistant manager/director	2	
Coordinator		2
Coordinator	2	
Coordinator of wp	*	
Professor/teacher/instructor		2
Equipment operator (misc.)		2
Had same title previously		1
Other		7
Not employed		*
No answer		5
		100

*Less than 1%.

Type of Organization

Private industry employs the bulk of the survey sample, followed by federal, state, and local governments and then educational institutions. Table XVI gives a breakdown.

TABLE XVI

Type of Organization

Private Sector	% of Respondents
Manufacturing	16
Insurance	10
Engineering/research	8
Banking	7
Legal	7
Utilities	5
Financial	4
Medical	3
Sales/marketing	3
Service	2
Petroleum/oil & gas	1
Multi-industrials/conglomerates	1
Other	12
Public Sector (Government)	
Federal	7
State	5
Local	4
Educational	
Colleges/universities	6
High schools	2
Misc. nonprofit	2
No answer	*
	**

*Less than 1%.
**Total exceeds 100%, due to multiple response.

Géographical Distribution

Survey participants come from across the U.S. and Canada. The greatest number, 17%, cite California as their current address, followed by New York and Texas, 8% each, and Pennsylvania 5%. Table XVII gives the geographic distribution of respondents.

TABLE XVII

Geographical Distribution of Respondents

New England	% of Respondents
Maine	*
New Hampshire	*
Vermont	0
Massachusetts	3
Rhode Island	*
Connecticut	1
Middle Atlantic	
New York	8
New Jersey	3
Pennsylvania	5
South	
Delaware	*
Maryland	3
District of Columbia	3
Virginia	2
West Virginia	*
North Carolina	2
South Carolina	*
Georgia	2
Florida	3
Kentucky	*
Tennessee	*
Alabama	*
Mississippi	*
Midwest	
Ohio	3
Indiana	2
Illinois	4
Michigan	3
Wisconsin	*
Minnesota	*
Iowa	2
Missouri	4
North Dakota	*
South Dakota	0
Nebraska	3
Kansas	*

Southwest	% of Respondents
Arkansas	0
Louisiana	*
Oklahoma	*
Texas	8
New Mexico	*
Arizona	*
West	
Montana	0
Idaho	*
Wyoming	0
Colorado	2
Utah	*
Nevada	*
California	17
Oregon	4
Washington	*
Alaska	*
Hawaii	*
Total U.S.	96
Canada	4
No answer	*
Total	100

*Less than 1%.